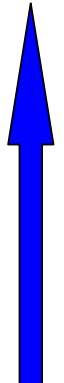


KM Self-Assessment

<div style="writing-mode: vertical-rl; transform: rotate(180deg);">Level of KM Sustainability</div> 		KM Strategy (Framework)	Leadership Behaviours	Networking	KM before, during and after	Capturing knowledge
	Level 5	<p>Clearly identified Intellectual assets.</p> <p>KM strategy is embedded in the business strategy.</p> <p>Framework and tools enable KM before, during and after.</p>	<p>Leaders recognise the link between KM and performance</p> <p>The right attitudes exist to share and use others' know-how.</p> <p>Leaders reinforce the right behaviour and act as role models.</p>	<p>Clearly defined roles and responsibilities.</p> <p>Networks and Communities of Practice have a clear purpose, some have clear deliverables other develop capability in the organisation.</p> <p>Networks meet annually.</p>	<p>Prompts for KM built into business processes.</p> <p>People routinely find out who knows what and talk with them.</p> <p>Common language, templates and guidelines lead to effective sharing.</p>	<p>Knowledge is easy to get to, easy to retrieve. Relevant knowledge is pushed to you.</p> <p>It is constantly refreshed and distilled.</p> <p>Networks act as guardians of the knowledge.</p>
	Level 4	<p>Discussions ongoing about organisation's Intellectual assets.</p> <p>A KM strategy exists but is not linked to business results.</p> <p>A clear framework and set of tools for KM is widely communicated and understood.</p>	<p>KM is everyone's responsibility; a few jobs are dedicated to managing knowledge. "Knowledge sharing is power."</p> <p>Leaders set expectations by "asking the right questions", and rewarding the right behaviours.</p>	<p>Networks are organised around business needs.</p> <p>Networks have a clear governance document.</p> <p>Supportive technology is in place and is well used.</p>	<p>KM before, during and after is the way we do things around here.</p> <p>"Customers" and partners participate in review sessions.</p>	<p>Just-in-time-knowledge is current and easily accessible.</p> <p>One individual distils and refreshes it, though many contribute.</p> <p>That individual acts as the owner.</p>
	Level 3	<p>There is no framework or articulated KM strategy.</p> <p>Some job descriptions include knowledge capture, sharing and distillation.</p> <p>People are using a number of tools to help with KM and sharing.</p>	<p>KM is viewed as the responsibility of a specialist team.</p> <p>Some leaders talk the talk, but don't always walk the walk!</p>	<p>People are networking to get results.</p> <p>Networks are created</p>	<p>People can easily find out what the company knows. Examples of sharing and using are recognised.</p> <p>Peers are helping peers across organisational boundaries.</p>	<p>Networks take responsibility for the KM, collects their subjects KM in one place in a common format.</p> <p>Searching before doing is encouraged.</p> <p>Little or no distillation.</p>
	Level 2	<p>Most people say sharing know-how is important to the organisations success.</p> <p>People are using some tools to help with KM and sharing</p>	<p>Some managers give people the time to share and learn, but there is little visible support from the top.</p>	<p>Ad hoc networking is done to help individuals who know each other.</p>	<p>People learn before doing any programme review sessions.</p> <p>They capture what they learn for others to access.</p> <p>In practice few actually access it.</p>	<p>Teams capture lessons after a project.</p> <p>Teams look for KMs before starting a project.</p> <p>Access to lots of KM, though not summarised.</p>
	Level 1	<p>A few people express that know-how is important to the organisation. Isolated people with a passion for KM begin to talk and share how difficult it is to do so.</p>	<p>KM viewed as a management fad. Leaders are sceptical as to the benefits.</p> <p>Leaders think networking leads to lack of accountability. "Knowledge is power"</p>	<p>Knowledge hoarders seem to get rewarded.</p>	<p>People are conscious of the need to learn from what they do but rarely get the time.</p> <p>Sharing is for the benefit of the team.</p>	<p>Some individuals take the time to capture their lessons in any number of cupboards and databases. They are rarely refreshed, few contribute, even fewer search.</p>